

REGISTRY  
FILE: Training-6

DDA 81-0460

3 March 1981

MEMORANDUM FOR: Director of Training and Education

FROM: Max Hugel  
Deputy Director for Administration

SUBJECT: Midcareer Course

Hal:

1. In my "Wrap-Up" session with the Directorate of Administration attendees from the past five-week Midcareer Course, the following are some of the thoughts that they had as it pertains to the course itself.

- a) Concerning the structure of the course, they felt that the management section given was not effective and that it more or less didn't fit into what the overall purpose of the course was, namely, for them to get a feel for the overview of the Agency and the interfacing with other people in the Agency.
- b) They felt that the first week should be designed so that the following took place:
  - 1) That a clear explanation be given right from the beginning on how they were picked, why they are there, and what the purpose of the course is. The thing you want to avoid is to give these people the wrong impressions as to the reason they have been picked for the course and what that means to their future career.
  - 2) The first week should be spent on the explanation of how the Intelligence Community works, starting with the Intelligence Community and going to the CIA. During that week, speakers should be brought in to talk about the Intelligence Community and then the various Directorates starting with NFAC which is the arm of the Agency responsible for tying all the collection information together and making it into a finished product, then S&T, Operations, and finally Administration which supports the entire Agency.
- c) They felt that more field trips to visit the various parts of the Intelligence Community would be most helpful in their further understanding of the overall operations of the Intelligence Community.

- d) It was universally agreed that the thing that was most obvious to them was the lack of information that most people had about the total Agency and all they really knew was their own job and what they do which they felt was wrong because it gives them a narrow view of their jobs and their functions. By getting an overview of what other people do and a respect of other people's jobs, they felt they could better function in the future in whatever jobs they are given.
- e) They also felt that the speakers on every level were very professional, very informative, and in most cases very responsive.

2. I am sure that these matters have been brought up in the individual critiques of the course, but I hasten to give you these thoughts while they are still fresh in my mind.



Max Hugel

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